

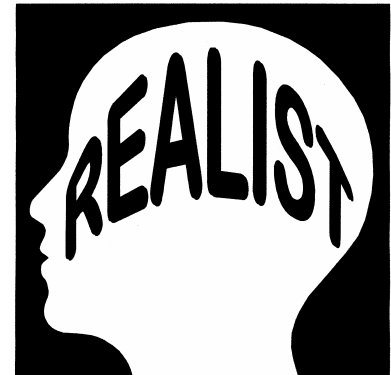
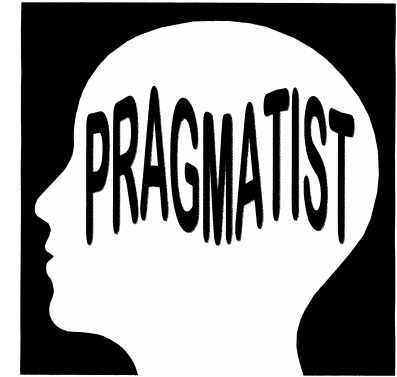


Community Involvement and Your Thinking Style

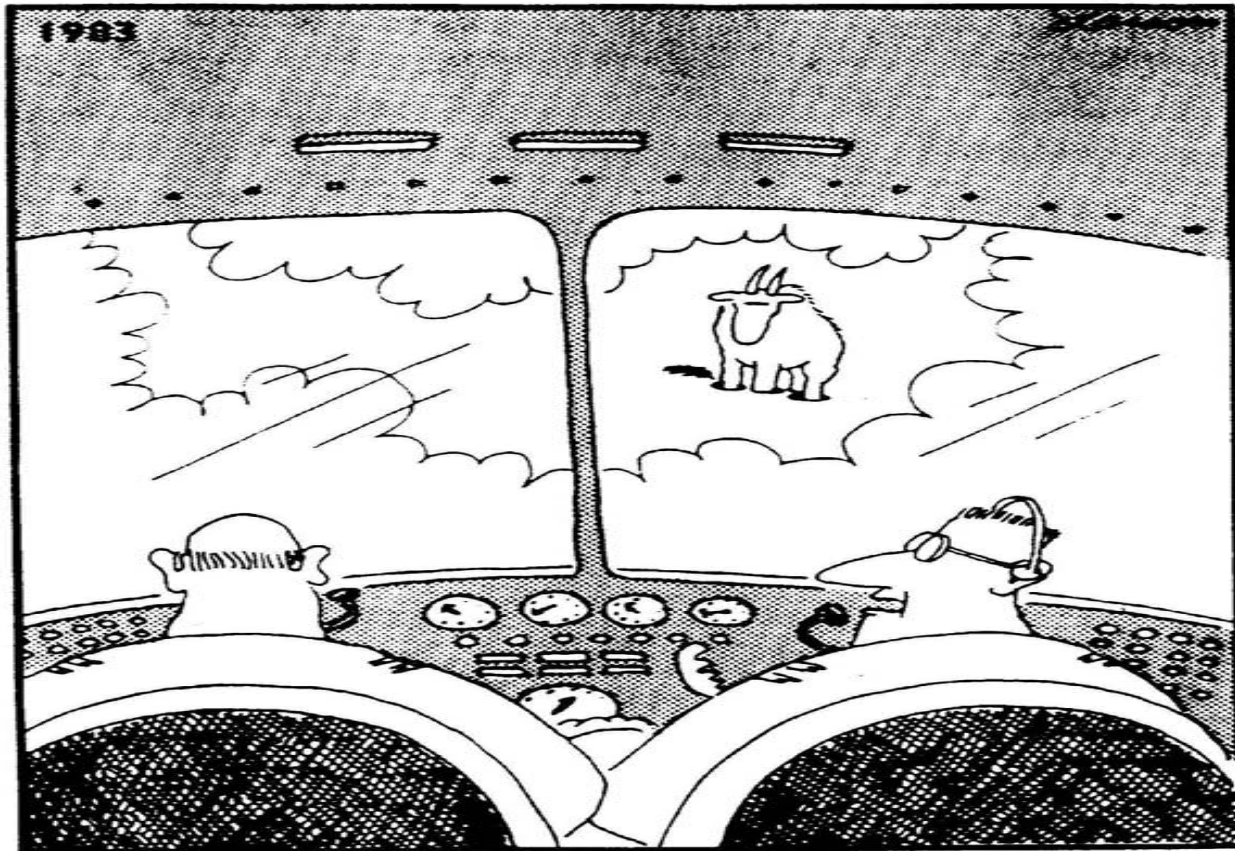
Renelle Rae and Alvin Chun
USEPA Community Involvement Conference
June 21 – 22, 2002



How do you think?



Assumptions



"Say ... what's a mountain goat doing way up here in a cloud bank?"

- Each style has a different view of the way the things work.
- In decision-making, team members are debating assumptions not "reality".

Perceptions



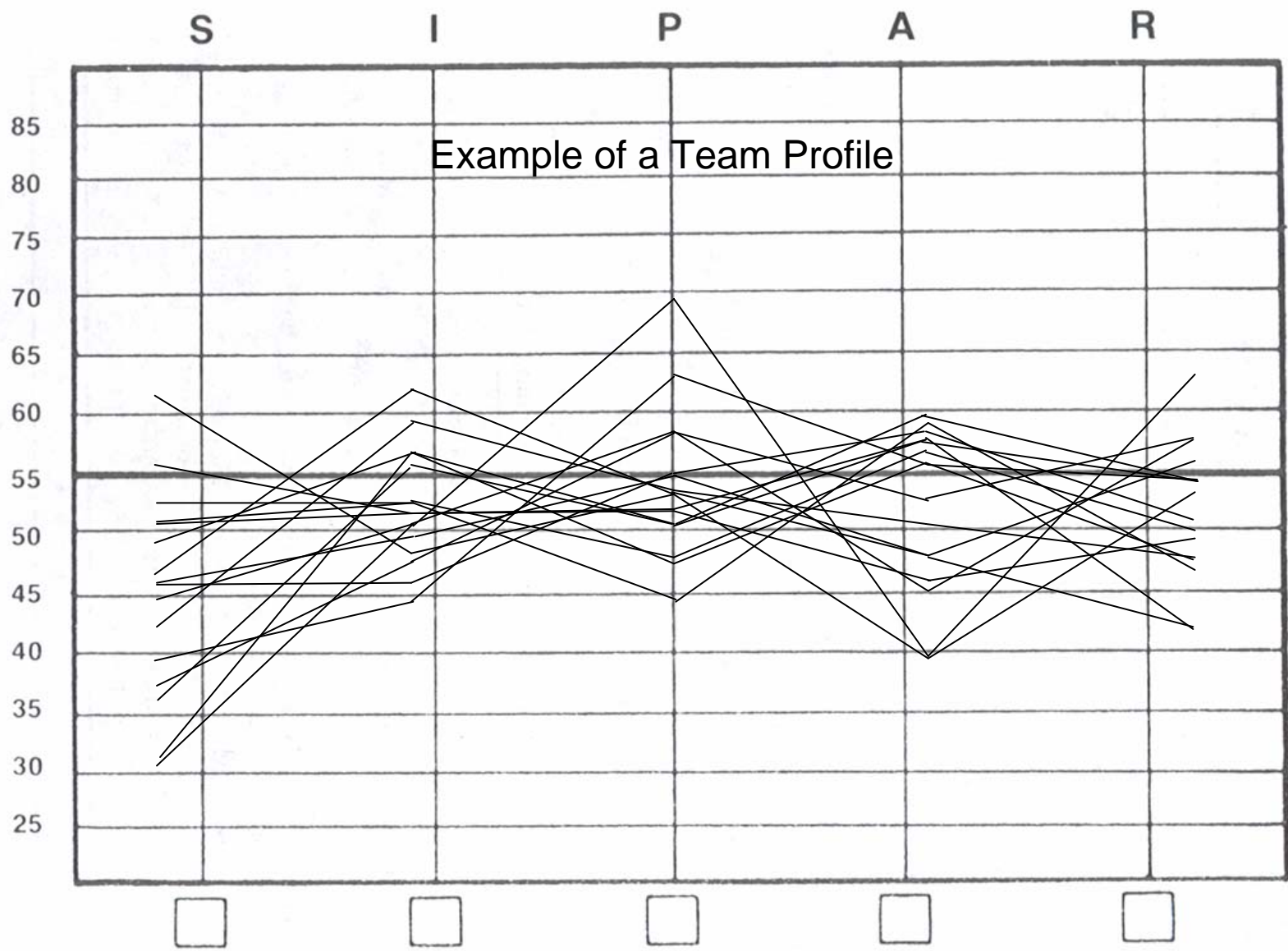
Picture from a postcard from Germany in 1888; published in Punch as “My Wife and Mother-in-Law”; popularized by the British cartoonist W E Hill in 1915.



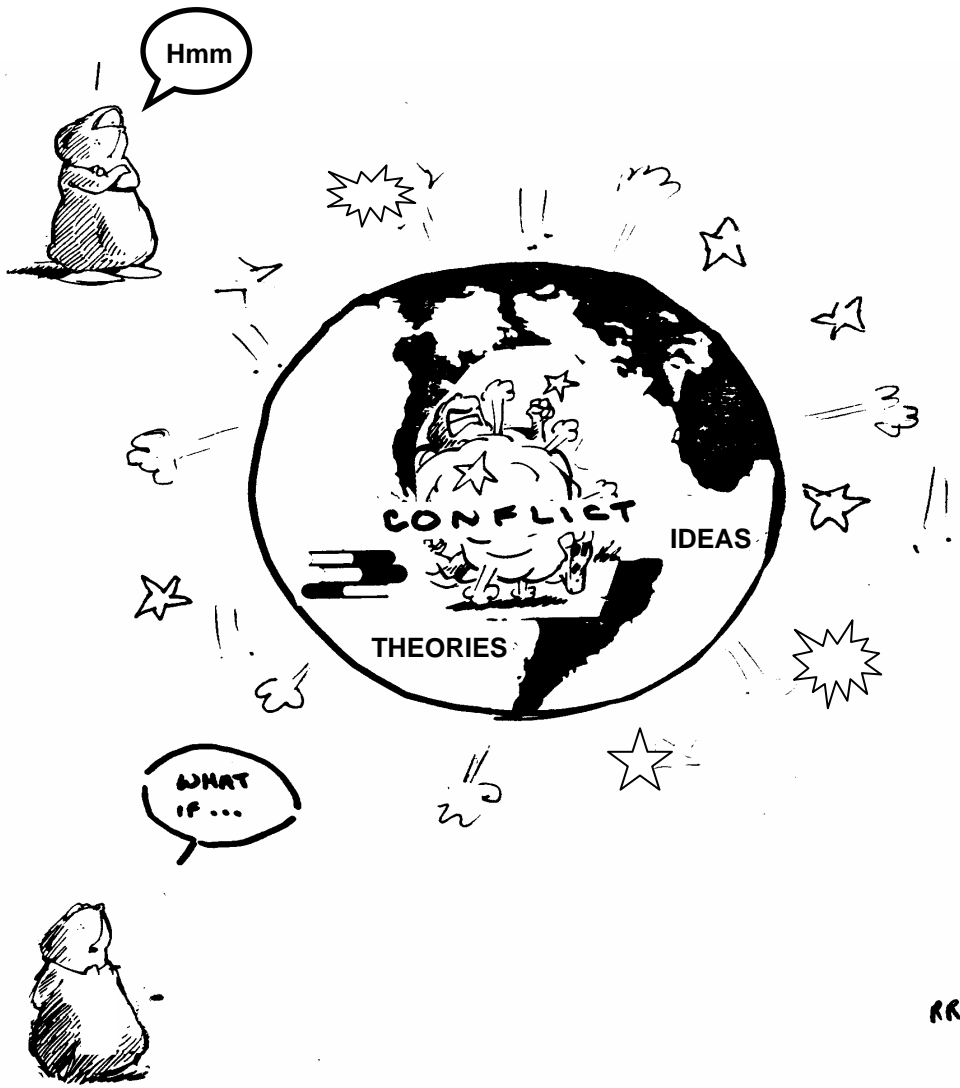
Styles of Thinking

To persuade and convince

- Recognize that people have different styles for processing information
- Understand your own style
- Present information in their style



SYNTHESIST WORLD VIEW





SYNTHESIST

11%

Speculative

Ideas more persuasive than facts

Disagreement and conflict improves decision-making

Strengths

Focus on underlying
assumptions

Stimulate debate and prevent
premature agreement

Liabilities

Appear to seek conflict
unnecessarily

May theorize excessively

To Influence

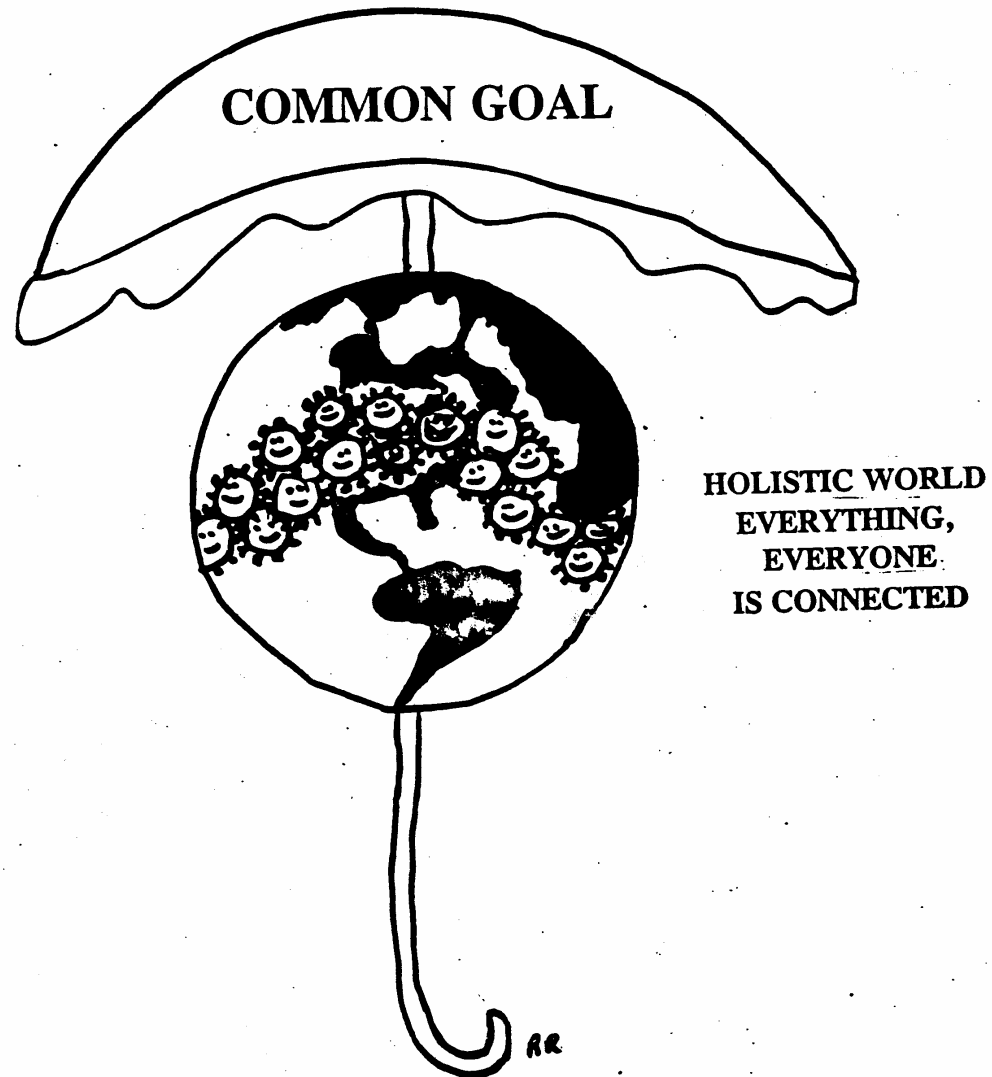
Value the questions:

What if?

What could go wrong?

Manage brainstorming
Use (cajoling) specifics

IDEALIST WORLD VIEW





IDEALIST

37%

Receptive; welcome a broad range of views
Values foremost; individual and organizational

Strengths

Focus on process and relationships
Work well in unstructured, value-laden situations
Guided by long-range goals

Liabilities

May screen out hard data
Seek “perfect” solution
Try too hard to please everyone

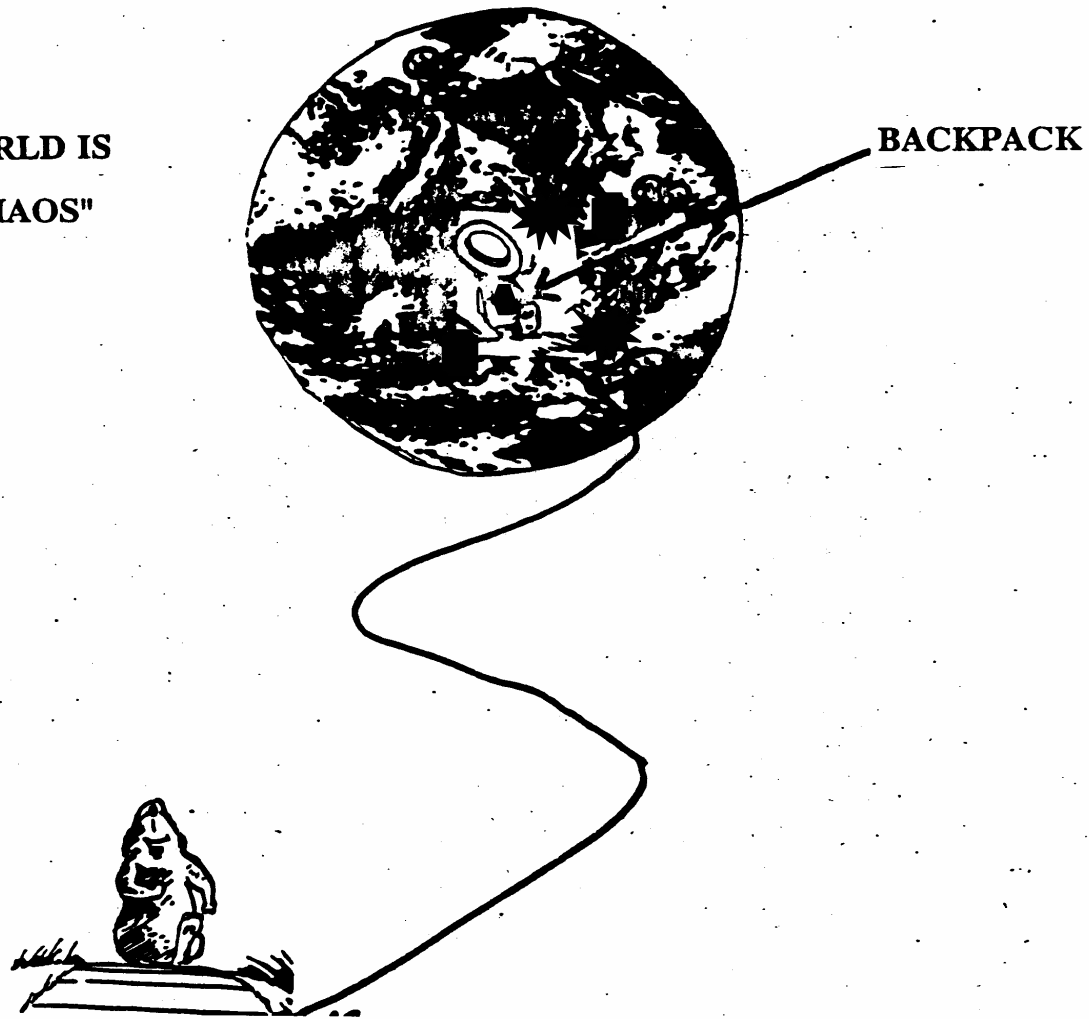
To Influence

Avoid conflict
Encourage gently to a decision

Help not to be nice
Can you help me?

PRAGMATIST WORLD VIEW

WORLD IS
"CHAOS"





PRAGMATIST

18%

Adaptability to achieve “results”

Open, eclectic approach in order to move forward

Any facts, ideas, values that get “us” there

Strengths

Focus on immediately do-able

Thrive on complex situations that overload others

Tactics and strategies

Liabilities

Screen out long-range impacts

Rely too much on what “sells”

Can appear over-compromising

To Influence

Have fun!

Be open to experiment

Help to be candid

Sell immediate benefits

ANALYST WORLD VIEW

THEORY/METHOD



**ORGANIZED,
STRUCTURED
WORLD**

RR.



ANALYSTS

35%

Deductive analysis to determine the “one best way”
Data to back up recommendations and models
Logic and method more persuasive than unordered data
Thinks and talks prescriptively

Strengths

Stability and structure
Evaluation of alternatives
Persistent in the face of doubt
Best in predictable situations

Liabilities

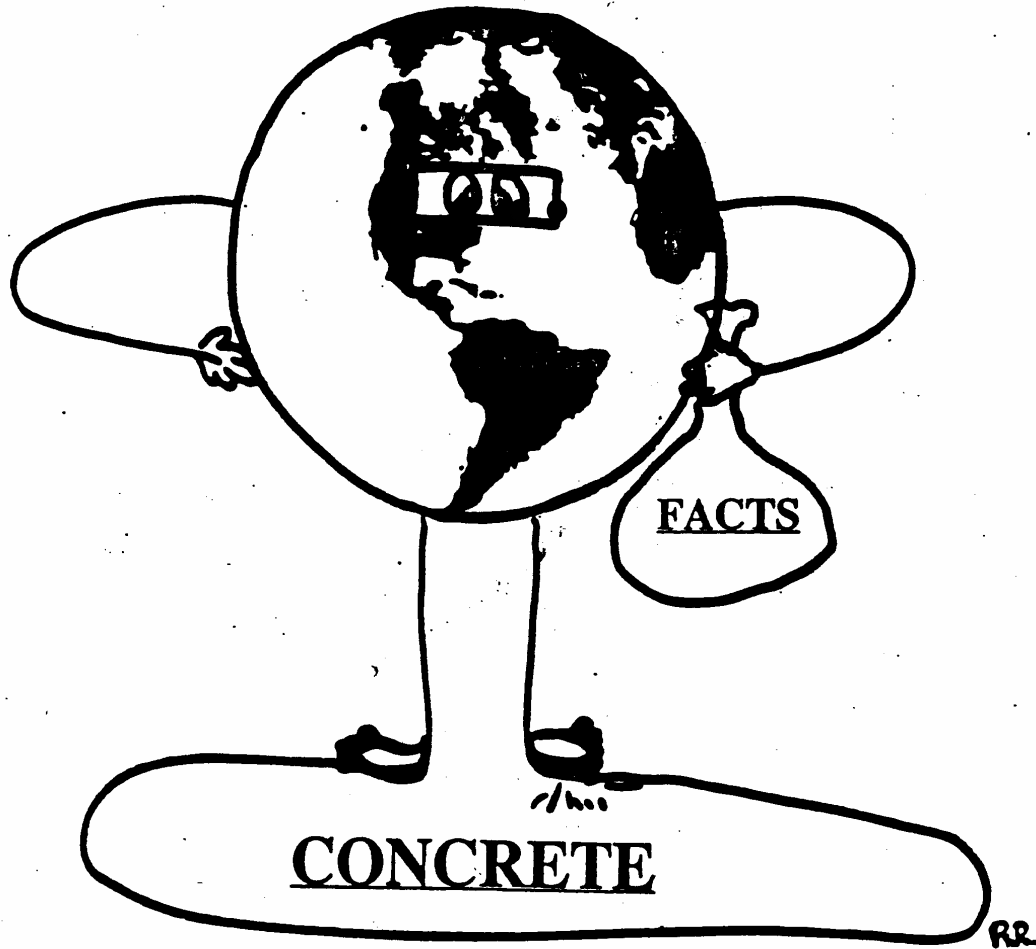
Avoid “messy” subjective situations
Appear inflexible or overly cautious
May ignore facts that do not fit their models

To Influence

Do homework
Ask for feedback

Accuracy and competency = methodology and details

REALIST WORLD VIEW





REALIST

24%

Empirical; inductive

Personal experience to assess correctness of other ideas

Solutions to meet current needs and challenges

Strengths

Identifying realities and resources

Drive and momentum

Well-defined situations with clear objectives

Liabilities

Over-emphasize perceived facts

Ignore disagreement

Rush to quick fix solutions that need constant repair

To Influence

“Bottom line” matters
Confident, firm but fair

Give facts on immediate issues
Use their perceived experts

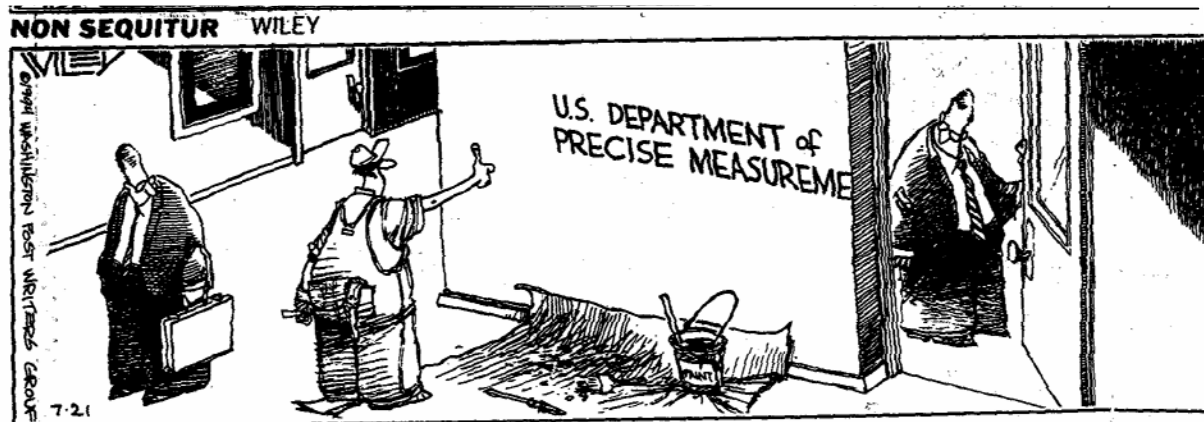


Decision-making

Thinking Styles differ on their attitudes about

- When change is needed
- Length of time to make a decision
- Type of information that is persuasive
- What a “plan” looks like

Analyst



↑
Pragmatist



Leveraging Your Style

- Improve your individual style of persuasion
 - Look at things beyond your point of view
 - Assess the strategies that are most effective for each person
- Team decision-making
 - Avoid the immediate leap into problem-solving
 - Learn each team member's style
 - Assess your team's strengths and limitations
 - When the comfort level is high, use humor
- “Insanity: doing the same thing over and over again and expecting different results.” Einstein
 - When all else fails, try something different!